



# Game Plan

July 1, 2016 - June 30, 2017

*Department of Public Safety*

## 120 YEARS OF SERVICE

1897-  
2017



The front cover consists of pictures from Missouri's 120 years of service to Veterans.

Top row L-R: Federal Soldiers Home-St. James, St. James Nursing Staff circa 1900, Confederate Soldiers Home – Higginsville

Second Row L-R: Confederate Cemetery-Higginsville, Rep. Roy Beaman-drafted legislation creating Veterans Service Officer program in 1931, Federal Cemetery-St. James

Third Row L-R: Service Officer and Veteran, Missouri Veterans Home – Cape Girardeau

Fourth Row L-R: Missouri State Veterans Cemetery-Higginsville, Cameron Veterans Home, Cape Girardeau Veterans Home

# Executive Director's Message

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120 years of serving Missouri's Veterans. All of us would agree that a lot of water has gone under the bridge since 1897. Yet the passage of time has only deepened our commitment and solidified our purpose at the Missouri Veterans Commission.

120 years ago our Homes Program was established to care for Veterans of the Civil War. Since that time we have been privileged to provide the nation's finest skilled nursing care to Veterans of all our conflicts and wars.

Missouri started our Cemetery Program that same year when it became apparent that we needed to honor our Veterans in perpetuity. After World War I, our State formalized a Veterans Service Program to assist Veterans in accessing their earned benefits.

I am proud to say that not much has changed these last 120 years for Missouri's Veterans. Our State's unwavering commitment to skilled nursing care, a final resting place with honor and assisting Veterans with their earned benefits has become a sacred duty. It's a privilege to stay the course.

A handwritten signature in black ink that reads "Larry D. Kay". The signature is fluid and cursive, with "Larry" on the first line and "D. Kay" on the second line.

Larry D. Kay  
Executive Director  
Missouri Veterans Commission

# Who We Are

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The Missouri Veterans Commission as established by RSMo Chapter 42, is tasked with the sacred honor and duty to “aid and assist all veterans and their dependents and legal representatives, who are legal Missouri residents or who live in the state of Missouri, in all matters relating to the rights of veterans under the laws of the United States and under the rules and regulations of federal agencies, boards, commissions and other authorities which are in any manner concerned with the interest and welfare of veterans and their dependents.”

## **VISION**

*Support our Veterans: past, present and future.*

### **Past:**

Missouri has a rich history of supporting its Veterans. In the 1890's two Soldier's Homes were opened for Union and Confederate Veterans with each home having a Veterans cemetery. In 1931, legislation was passed establishing the first State Service Officer to oversee benefits provision to Veterans. Even though World War I, World War II, Korea, and Vietnam have ended, we are still paying the cost for those wars. Veterans, spouses, and dependents from those eras are still receiving benefits that are owed to them. In fact, according to the U.S. Department of Veterans Affairs, spouses and dependents from the Spanish-American War are still receiving benefits, 109 years after that conflict officially ended.

### **Present:**

Today the commission supports Veterans through seven Veterans Homes, six Veterans Cemeteries, and 44 Veterans Service Officers. We also enjoy a great relationship with Missouri's Veterans Service Organizations who have an additional 38 Service Officers assisting Veterans. Our partnerships and connections with these organizations as well as the VA, our elected officials, and other interested parties further insure that Veterans are receiving the support they deserve. As we continue to enroll Veterans, their spouses, and their dependents, we are seeing a change in the types of benefits and services needed by our more recent Veterans. We are aware of the shift in needed benefits and we remain committed to properly guide Veterans to the most appropriate source of services.

### **Future:**

We will support all actions and efforts to ensure that the needs of future Veterans are met. We recognize that future services provided will change to meet new needs not yet considered. The ongoing discovery of new presumptive conditions for Vietnam Veterans, the unique needs of Global War on Terror (GWOT) Veterans, and needs that will most certainly arise from new conflicts not yet considered will lead to changes in the way we will provide services in the future.

# Who We Are

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## MISSION

*Provide Veterans with timely benefits assistance, skilled nursing care and a final resting place with honor.*

### **Timely Benefits Assistance:**

82 Veterans Service Officers (44 through MVC and 38 through the Veterans Service Organization grant program) assist Veterans and their families throughout the state with benefit information and claims assistance. The VSOs help in preparing forms, submitting applications, answering VA letters, and providing follow-up on claims for VA benefits. The commission also has four specialized outreach initiatives focusing on the unique needs of certain Veterans: Women Veterans, Minority Veterans, Incarcerated Veterans, and Returning and Current Active Duty Service Members. We also employ a Veterans Ombudsman who works with unusual and extraordinary issues faced by Veterans, Service Members, and their families.

### **Skilled Nursing Care:**

Our seven Missouri Veterans Homes operate 1,350 long term skilled nursing care beds in compliance with Federal Department of Veterans Affairs regulations. Each Missouri Veterans Home employs a licensed nursing home administrator, has registered nurses on duty 24 hours per day, and provides physician care and many other specialized care services. The seven homes are located in the cities of Cameron, Cape Girardeau, Mexico, Mt. Vernon, St. James, St. Louis, and Warrensburg.

### **Final Resting Place With Honor:**

With the philosophy to honor our Veterans in perpetuity for their service and sacrifice, we have created a cemetery network so that every Missouri Veteran and eligible dependent will have reasonable access to a Veterans cemetery. There are five cemeteries located in or near the cities of Bloomfield, Higginsville, Fort Leonard Wood, Jacksonville, and Springfield. A sixth cemetery, located in St. James is closed to interment.

## VALUES

*Represent the core of who we are and guide us in accomplishing our Vision and Mission.*

**Service** - We focus on exceeding our Veterans expectations

**Knowledge** - We are experts in meeting Veterans needs

**Quality** - We strive for optimal outcomes in every situation

**Dignity** - We respect the sacrifice of our Veterans

**Integrity** - We match our actions to our words

**Honor** - We uphold our Veterans: Past, Present & Future

**Compassion** - We are privileged to care for our Veterans

**Loyalty** - We stand beside our Veterans forever

# FY 2016 Successes

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The Fiscal Year 2016 Game Plan once again set the tone for our operational direction. We made significant strides in expanding our electronic communication systems.

Successes for FY 2016 include:

## **Homes Program**

- The Electronic Health Record is fully implemented and includes the electronic medication administration system
- The Homes Program continues to work towards paperless health records
- The anti-wandering and security systems are installed and completely operationalized

## **Veterans Service Program**

- Fully implemented Veterans Benefits Claims System
- Updated and modernized our Veterans Service Offices in St. Robert, Branson and Kansas City
- Increased Veterans Service Officer salaries
- Conducted audit reviews of all VSO offices to improve efficiencies in our Veterans Service Program
- Achieved 54.3% Fully Developed Claims

## **Cemeteries Program**

- Finalized administrative checklists
- Finalized operational checklists
- Developed and utilized an Excellence in Appearance checklist and instituted peer reviews of cemeteries
- Continued to strive for National Shrine standards at all cemeteries
- Ensured resources were available to cemeteries for grounds appearance
- Continued to refine SharePoint content

## **Construction**

- Completed parking lot upgrades at Mexico Veterans Home
- Started design of HB 19 bonding fund projects at six Veterans Homes
- Started design of major renovation at St James Veterans Home
- Completed new statewide anti-wander management systems in Veterans Homes
- Completed upgrades to therapy pool at St. Louis Veterans Home
- Completed parking lot upgrades at Cameron Veterans Home
- Completed renovation of CBOC at Mexico Veterans Home
- Completed renovation of CBOC at Warrensburg Veterans Home
- Secured and renovated new Minority Veterans Coordinator, office space in Kansas City
- Secured and renovated new Veterans Service Officer office space at Branson
- Secured and renovated new Veterans Service Officer office space in St Robert

# Executive Director's Philosophy

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1. Place Veterans first in all we do
2. Sing from the same sheet of music
3. Be transparent in our intentions and our actions
4. Plan the flight and fly the plan

## Executive Director's Need-to-Know

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- Anything posing a potential or actual threat to our residents or employees.
- Death or critical illness / injury of an employee or family member
- Sentinel events in our Homes Program
- Receipt of any request from a Commissioner or the Department of Public Safety
- Missed or late mandatory reports to external agencies
- Adverse media involving the Missouri Veterans Commission
- Serious incidents involving Missouri Veterans Commission personnel
- Changes in the operational posture of facilities
- Planned or actual arrival of VIPs or Media into any of our facilities

## FY 17 Executive Director's Intent

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- Fully operationalize our Electronic Health Records system to include implementation of lab test ordering and lab results reporting
- Utilize our eVet Assist program to electronically submit all Fully Developed Claims to the United States Department of Veterans Affairs
- Develop and submit a plan to move toward electronic cemetery records utilizing improved database management and continue to work towards National Shrine Status
- Continue to work with Missouri Veterans Commissioners and the Department of Public Safety to update salaries and to reclassify all Veterans Service Officer positions and to update salaries and shift differentials for Certified Nurse Aides and Licensed Practical Nurses
- Execute the Capital Improvement budget with emphasis on United States Department of Veterans Affairs matched funded projects and proceed with projects funded through House Bill 19 bonding

## FY 2017 Budget

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### 2017/2018 Budget Goals:

- Continue to develop and update the 10 year budget model
- Monitor the solvency of dedicated funds
- Continue to work closely with elected officials for ongoing stabilized funding
- Request budgetary increases for inflation (pharmacy, medical, food, full cost of care services)
- Salary increase for Veterans Service Officers (to the level approved by the Commissioners)
- Update salaries and shift differentials for Certified Nurse Aides and Licensed Practical Nurses
- Fund switch for central office operations from Home Fund to VCCITF in response to audit report

# FY 2017 Budget

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Missouri Veterans Commission	Operating Appropriations	Fiscal Year 2017
House Bill Section	Fund	Programs Amount
Section 8.175 - Administration, Veterans Services Program, Cemeteries	Veterans Commission Capital Improvement Trust Fund	Cemeteries, Veterans Services Program, Central Office \$4,938,496
	General Revenue Home Fund Veterans Trust Fund	Veterans Services Program Central Office All Programs \$204,000 \$665,497 \$23,832 \$5,831,825
Total HB Section 8.175		
Section 8.180 - For the restoration, renovation and maintenance of a World War I Memorial	World War I Memorial Trust Fund	N/A \$150,000
Section 8.190 - Veterans Service Officer Grants	Veterans Commission Capital Improvement Trust Fund	VSO Grants \$1,600,000
Section 8.195 - Veterans Homes	General Revenue Home Fund Veterans Trust Fund Veterans Commission Capital Improvement Trust Fund	Homes \$750,000 Homes \$79,236,965 Homes \$49,980 Homes \$29,731 \$80,066,676 \$87,648,501
Total Appropriations to MVC - HB 2008		
DPS Institutional - Homes Utilities	Veterans Commission Capital Improvement Trust Fund	Homes \$2,786,011
Public Safety Leasing	Veterans Commission Capital Improvement Trust Fund	Veterans Services Program \$192,666
Public Safety State Owned	Veterans Commission Capital Improvement Trust Fund	All Programs \$107,813
Total Appropriations from MVC Dedicated Funds - HB 2013		\$3,086,490
Fringe Benefits	Veterans Commission Capital Improvement Trust Fund	Cemeteries, Veterans Services Program, Central Office \$1,678,230
Fringe Benefits	Home Fund	Homes \$27,786,768
Total Appropriations from MVC Dedicated Funds - Fringe Benefits - HB 2005		\$29,464,998
OA ITSD	Home Fund	Homes \$1,297,556
OA ITSD	Veterans Commission Capital Improvement Trust Fund	Cemeteries \$104,928
Total Appropriations from MVC Dedicated Funds - OA ITSD - HB 2005		\$1,402,484
Total		\$121,602,473

# Veterans Cemeteries Program

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The Veterans Cemeteries Program oversees six state Veterans cemeteries, commemorating almost 150 years of military service, from the Civil War to the present.

## **Program Vision:**

Provide our Veterans with a final resting place with honor.

## **Program Mission:**

Promote public awareness about State Cemetery benefits; provide appropriate grounds, facilities and qualified staff; work effectively as a team to always place Veterans first; and ensure our Veterans, families and citizens are treated with dignity, respect, and honor.

## **2017 Program Goals:**

- Develop plans and research options to move the Cemetery Program into a paperless environment
- Identify/develop a user friendly data base consisting of all burial information at each Cemetery that is able to be automatically transferred and complied into a server in Jefferson City
- Develop plans for the scanning of all current pre-certifications and burial folders into an electronic database
- Continue to refine inspection criteria and develop the peer review process to ensure compliance with National Cemetery Administration National Shrine Standards
- Complete annual Peer Reviews at all State Veterans Cemeteries
- Replace cemetery databases
- Enhance electronic connectivity with all field personnel

## **2017 IT Goals:**

- ITSD provides the infrastructure, equipment, technical support, governance, risk mitigation, and maintenance to the current electronic cemetery program

# Veterans Homes Program

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The Veterans Homes Program operates seven Missouri Veterans Homes with a total of 1,350 beds that provide long term skilled nursing care in compliance with 157 Federal Department of Veterans Affairs regulations.

## **Program Vision:**

Be the premier provider of skilled nursing care for eligible Veterans in Missouri.

## **Program Mission:**

Provide high quality skilled nursing care through appropriate facilities, grounds, and qualified staff; work effectively as a team, always placing the Veteran first; and ensuring our Veterans, families and citizens are treated with dignity, respect and honor at each Missouri Veterans Home.

## **2017 Program Goals:**

- Fully operationalize our electronic health record (EHR) to include implementation of an interface with lab and radiology providers
- Work with our lab provider and EHR provider to develop an interface
  - o Continue to improve the efficiency of ordering labs and improving the response time for results
- Work with our radiology provider and EHR provider to develop an interface
  - o Continue to improve the efficiency of ordering radiology and improving the response time for results
- Continue to work towards a paperless health record
  - o Ensure training continues to be available when needed for staff and resources are easily accessible
- Improve recruitment and retention of Certified Nursing Assistants and Licensed Practical Nurses
  - o Evaluate turnover analysis for FY 16
  - o Complete wage comparison surveys for each home and their market area
  - o Ensure salaries and shift differentials are equal to or exceed the market average for each home

## **2017 IT Goals:**

- ITSD provides the infrastructure, equipment, technical support, governance and advise on risk mitigation methodologies to enable radiology ordering and improving response times
- ITSD provides the infrastructure, equipment, technical support, governance and advise on risk mitigation methodologies to enable lab test ordering and lab results reporting
- ITSD supports and provides technical support for several MVC systems, to include:
  - o Kronos Time Keeping System
  - o Request for Proposal(RFP) to replace the legacy Kronos Time Keeping System
  - o Waiting List System
  - o Veterans Home physical security (OnGuard Door Security system)
  - o Veterans Administration Survey access to Enterprise Resources
  - o Improvements in Veterans Homes 24x7 infrastructure and bandwidth requirements
  - o Provide governance, risk mitigation, security training, advice, policies, procedures, systems and notification of any potential or actual threat to Veterans Home residents and Veterans Commission employees
  - o Provide 24x7 service level agreements to supporting the operational posture of Veterans Homes

# Veterans Services Program

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The Veterans Services Program provides benefits counseling and assistance to Veterans and their dependents. The Incarcerated Veterans Coordinator, Minority Veterans Coordinator, Women Veterans Coordinator, and Outreach Coordinator lead four specific outreach initiatives focused on contemporary Veterans issues.

## **Program Vision:**

Ensure all eligible Missouri Veterans and dependents are receiving the Veterans benefits to which they are legally entitled.

## **Program Mission:**

Provide outreach to and inform Veterans and dependents about their Veterans benefits, encourage those eligible to apply, successfully manage claims, and advocate for Veterans and dependents.

## **2017 Program Goals:**

- Attract, train and retain a quality workforce
  - Continue to work with Missouri Veterans Commission Commissioners and the Missouri Department of Public Safety to upgrade Veterans Service Officer salaries
- Continue to evaluate, update and modernize our Veterans Service Officer's office locations to provide a safe, accessible, private, environmentally comfortable and organized space
- Continue internal audits of Veteran Service Offices to improve efficiencies
- Provide educational opportunities to our Veterans Service Officers to ensure they are continually kept up to date concerning Veterans benefits. Invite and encourage all partner Veteran Service Organizations to participate in this process.
- Fully utilize our Veterans Claims Management System to electronically submit all Fully Developed Claims (FDC) to the U.S. Department of Veterans Affairs for benefits processing
- Continue to work in concert with our Veterans Benefits System vendor to improve system capabilities and efficiencies
- Improve statewide connectivity to all Veterans Service Officers

## **2017 IT Goals:**

- ITSD provides the infrastructure, equipment, technical support, governance, risk mitigation, and access for Veterans to government systems by hosting and supporting the eVet Assist program on risk mitigation methodologies and to enable operationalizing Electronic Health Records
- ITSD provides technical support and advice to MVC to enable the Veterans Digits To Digits (D2D) initiative that electronically moves Missouri Veterans claim information from the State of Missouri to the Veterans Administration

# Central Office - Construction

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## 2017/2018 Goals:

- Complete construction of security cameras and duress systems at all Veterans Homes
- Complete Phase II construction of Cameron pavement and curbs
- Renovate CBOC at St James Veterans Home for facility use
- Design and start construction of HB 19 major renovation projects at all seven Veterans Homes
- Renovate St James Veterans Cemetery
- Complete construction of street and curb additions at Springfield Veterans Cemetery
- Complete construction of new storage building at Jacksonville Veterans Cemetery
- Start construction for renovation of nurse stations, kitchenettes and restrooms at Cape Girardeau Veterans Home, if federal funds are available
- Finalize design and start construction of pavilion and climate controlled storage building at St Louis Veterans Home, if federal funds are available
- Secure new office space in Moberly
- Secure new office space in Joplin
- Finalize design and start construction of major facility renovation at St James Veterans Home, if federal funds are available
- Continue to complete maintenance and repair projects statewide with critical maintenance and repair funds
- Continue to develop and update 10 year Capital Improvement budget
- Continue to monitor and implement needs of Veterans Service Officer leased space
- Start design of new columbarium wall and site work at Higginsville Veterans Cemetery, if federal funds are available
- Start design of new columbarium wall and site work at Springfield Veterans Cemetery, if federal funds are available

## New C.I. Budget Request Items in FY18:

- Construct new chapel and pavilion at St James Veterans Home
- Pavement & exterior lighting upgrades at Warrensburg Veterans Home
- Pavement & exterior lighting upgrades at Cape Girardeau Veterans Home
- Electrical modifications at all Veterans Homes and Veterans Cemeteries
- Major renovations and new chapel at St Louis Veterans Home
- Critical maintenance and repair funds for Home, Cemeteries and Veterans Service offices

# Central Office Support Goals

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## **2017 Central Office Support Goals:**

### **Central Office**

- Continue providing administrative support for all Missouri Veterans Commission programs

### **Human Resources**

- Pay Plan Initiatives
  - Continuation of VSO Salary Increases
  - Differentials as Incentives for Recruitment and Overtime
- Implementing Ban the Box
- MACHS II and Electronic Receipt of Fingerprint Results
- Evaluation of Pre-Employment Screening
- MVC Time and Leave Bid Awards

### **Legal**

- Identify risk and develop plans to address risk
- Review regulations, policies, and best practices and revise as needed
- Coordinate revisions of HIPAA policies and training
- Continue to provide legal support to MVC programs and staff

### **Ombudsman**

- Continue to support Veterans centered care with timely responses to all inquiries directed to the Ombudsman for resolution
- Continue coordination with all Veteran work peer groups
- Continue to collaborate with federal, state and local agencies and organizations on improving access to Veterans services

### **Outreach**

- Continue participation in statewide Veteran outreach events, such as Yellow Ribbons, briefings, fairs, festivals, and VA outreach events

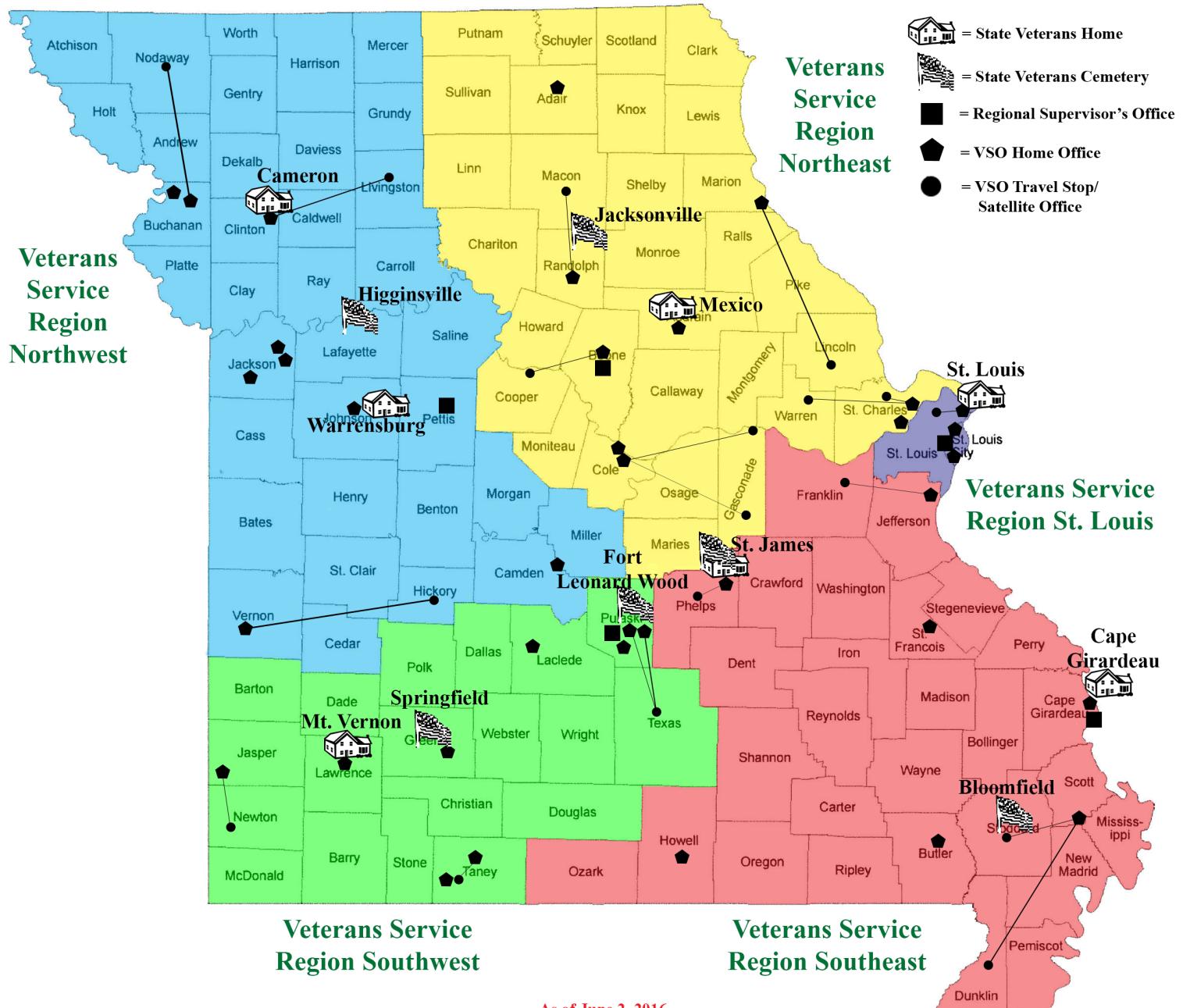
### **Public Information**

- Continue to expand social media presence
- Continue to add public information officer resources on SharePoint
- Continue to work with Veteran Services Program on media outreach in rural areas
- Support core programs with local media interactions

### **Research**

- Evaluate and compile resources to support strategic direction and planning
- Systematically analyze business process to identify efficiencies, improve effectiveness and add value to MVC operations
- Facilitate adoption of technology by creating and implementing change management strategies

# Program Locations



# Service Officer Directory

## Northeast Veterans Service Region

<b>Regional Supervisor</b>	<b>636-949-7900</b>
Adair	660-785-2460
Audrain	573-581-1088 xt. 1258
Boone	573-882-5135
Callaway	573-882-5135
Chariton	660-263-4960
Clark	573-248-2550
Cole	573-751-3779
Cooper	573-882-5135
Gasconade	573-751-3779
Howard	573-882-5135
Knox	660-785-2460
Lewis	573-248-2550
Lincoln	573-248-2550
Linn	660-263-4960
Macon	660-263-4960
Maries	573-751-3779
Marion	573-248-2550
Moniteau	573-751-3779
Monroe	660-263-4960
Montgomery	573-581-1088 xt. 1258
Osage	573-751-3779
Pike	573-248-2550
Putnam	660-785-2460
Ralls	573-248-2550
Randolph	660-263-4960
Schuylerville	660-785-2460
Scotland	660-785-2460
Shelby	573-248-2550
St. Charles	636-949-7900
Sullivan	660-785-2460
Warren	636-949-7900

## Southwest Veterans Service Region

<b>Regional Supervisor</b>	<b>573-451-2533</b>
Barry	417-466-7103
Barton	417-629-3538
Christian	417-895-6532
Dade	417-466-7103
Dallas	417-532-6754
Douglas	417-320-6150
Greene	417-895-6532
Jasper	417-629-3538
Laclede	417-532-6754
Lawrence	417-466-7103
McDonald	417-629-3538
Newton	417-629-3538
Polk	417-895-6532
Pulaski	573-451-2533
Stone	417-320-6150
Taney	417-320-6150
Texas	573-451-2533
Webster	417-895-6532
Wright	417-532-6754

## Northwest Veterans Service Region

<b>Regional Supervisor</b>	<b>660-530-5544</b>
Andrew	816-387-2841
Atchison	816-387-2841
Bates	417-448-1133
Benton	660-530-5544

## Northwest Veterans Service Region (con't)

Buchanan	816-387-2841
Caldwell	816-632-6010 xt. 236
Camden	573-348-2641
Carroll	816-632-6010 xt. 236
Cass	816-655-3491
Cedar	417-448-1133
Clay	816-387-2841
Clinton	816-632-6010 xt. 236
Daviess	816-632-6010 xt. 236
DeKalb	816-632-6010 xt. 236
Gentry	816-387-2841
Grundy	816-632-6010 xt. 236
Harrison	816-632-6010 xt. 236
Henry	660-543-7930
Hickory	417-448-1133
Holt	816-387-2841
Jackson	816-655-3491
Johnson	660-543-7930
Lafayette	660-543-7930
Livingston	816-632-6010 xt. 236
Mercer	816-632-6010 xt. 236
Miller	573-348-2641
Morgan	573-348-2641
Nodaway	816-387-2841
Pettis	660-530-5544
Platte	816-387-2841
Ray	660-543-7930
Saline	660-530-5544
St. Clair	417-448-1133
Vernon	417-448-1133
Worth	816-387-2841

## Southeast Veterans Service Region (con't)

Wayne	573-840-9770
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## St. Louis Veterans Service Region

<b>Regional Supervisor</b>	<b>314-552-9885</b>
St. Louis City	314-552-9885
St. Louis County	314-340-6389 ext. 428
St. Louis County (Veterans Home)	314-340-6389 ext. 242



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[www.mvc.dps.mo.gov](http://www.mvc.dps.mo.gov)  
[facebook.com/MissouriVeteransCommission](http://facebook.com/MissouriVeteransCommission)

## Southeast Veterans Service Region

<b>Regional Supervisor</b>	<b>573-290-5752</b>
Bollinger	573-290-5752
Butler	573-840-9770
Cape Girardeau	573-290-5752
Carter	573-840-9770
Crawford	573-265-3271 ext. 276
Dent	573-265-3271 ext. 276
Dunklin	573-472-5350
Franklin	636-287-1721
Howell	417-256-3452
Iron	573-218-6130
Jefferson	636-287-1721
Madison	573-218-6130
Mississippi	573-472-5350
New Madrid	573-472-5350
Oregon	417-256-3452
Ozark	417-256-3452
Pemiscot	573-472-5350
Perry	573-290-5752
Phelps	573-265-3271 ext. 276
Reynolds	573-218-6130
Ripley	573-840-9770
Scott	573-472-5350
Shannon	417-256-3452
St. Francois	573-218-6130
Ste. Genevieve	573-218-6130
Stoddard	573-472-5350
Washington	573-218-6130

## **Veterans Homes**

St. James	573-265-3271
Mt. Vernon	417-466-7103
Mexico	573-581-1088
Cape Girardeau	573-290-5870
St. Louis	314-340-6389
Cameron	816-632-6010
Warrensburg	660-543-5064

## **Veterans Cemeteries**

Springfield	417-823-3944
Higginsville	660-584-5252
Bloomfield	573-568-3871
Jacksonville	660-295-4237
Ft. Leonard Wood	573-774-3496

## **Veterans Outreach**

Incarcerated Veterans	314-340-2609
Minority Veterans	816-889-2050
Outreach Specialist	573-522-4228
Veteran Ombudsman	573-522-4220
Women Veterans	314-340-2607